



**DEPARTMENT OF THE ARMY**  
**OFFICE OF THE ASSISTANT SECRETARY OF THE ARMY**  
**ACQUISITION LOGISTICS AND TECHNOLOGY**  
**103 ARMY PENTAGON**  
**WASHINGTON DC 20310-0103**

**22 DEC 2003**

Dr. Joseph Braddock  
Chair, Army Science Board  
2511 Jefferson Davis Highway, Suite 11500  
Arlington, Virginia 22202

Dear Dr. Braddock:

I request the Army Science Board (ASB) conduct a Force Balance Study, entitled "Characterizing both the Capability Enhancement Synergisms and the Distribution of Resourcing the Risks between Current and Future Force Options." The study should address, but is not limited to, the Terms of Reference (TOR) described below. The ASB members and consultants appointed to this study should consider the TOR as guidelines and may expand the study to issues considered important to the study. Modifications to the TOR must be addressed with you.

**Problem/Background:** National and emerging transnational actors will continue to threaten the interests of the United States. The Army has a nonnegotiable contract to fight and win the Nation's wars. In fact, we are an Army at War today. Although, we seek to transform the Army from the current and future Force, it must be fully capable of maintaining dominance across the full-spectrum of operations now and in the future. The Army is in the process of redistributing resources between competing requirements and has restated a commitment to both Current and Future Forces. We must balance the distribution of resources to maximize the capabilities delivered to the Soldier on the ground today as well as in the future.

**TOR:**

a. Review prior Army, Department of Defense and national security level threat studies that have dealt with projected threats and capabilities over the next decade. This review should be combined with a current assessment of threats and any useful projections. The Board should then form a threat continuum and net assessment of these versus the capabilities of the Army as it evolves through a mix of the Current and Future Force elements.

b. The study should address potential Army contributions across the full- spectrum of operations from Nation building and peacekeeping to major theater war. It should treat the above in the context of capabilities needed to conduct

Joint operations and training for the Total Army in the 2012 through 2018 timeframe.

c. The study should next address technological advances occurring over the transformation timeframe to support improved capabilities. This should be contrasted with a baseline of available and near-term technology. It should address employing both traditional and spiral development.

d. Based on the threat assessment and Army roles defined across the full-spectrum of operations, define and cost (to a rough order of magnitude) an appropriate mix of Current and Future Force equipment and training to effectively execute anticipated missions.

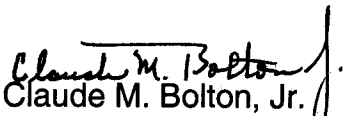
e. This should be tailored to the various needs of Active Army, Army Reserve, and National Guard units. The foregoing elements of the study should be summarized in two forms. The first should be in the context of an expanded net assessment. The second should be that of a transformation roadmap that treats all Doctrine, Organizations, Training, Material, Leadership and Education, Personnel and Facilities elements and highlights scientific and technology aspects. It should include ongoing and future possibilities flowing from unit-managed readiness.

Study Sponsorship: I will be the primary sponsor. I recommend you contact the following organizations and request they support your study as sponsors: U.S. Army Training and Doctrine Command; the U.S. Army Materiel Command; the Deputy Under Secretary of the Army Operations Research; Objective Force Task Force; Office of the Deputy Chief of Staff, G-1 (ODCS, G-1); ODCS, G-3; ODCS, G-8; the Program Executive Office/Program Manager for Future Combat Systems; and the PEO Soldier.

Study Duration: Complete and report out study results in July 2004. Provide interim progress reports in February and May 2004.

Special Provisions: Conduct the study within the provisions of Public Law 92-463 (Federal Advisory Committee Act) and appropriate Department of Defense and Army Regulations. It is not anticipated that this inquiry will go into any of the "particular matters" within the meaning of Section 208, Title 18 of the United States Code.

Sincerely,

  
Claude M. Bolton, Jr.  
Assistant Secretary of the Army  
(Acquisition, Logistics and Technology)